

Department of Defense

Chief Financial Officers (CFO) Fellows Program

Policy and Procedures

TABLE OF CONTENTS

I.	CFO FELLOWS PROGRAM FRAMEWORK	Page
1.	Introduction	1
2.	Objectives	1
3.	Eligibility	2
4.	Policy	2
5.	Program Management	3
II.	CFO FELLOWS PROGRAM ELEMENTS	
1.	Needs Assessment	4
2.	Announcement	4
3.	Application Process	4
4.	Sponsoring Agency Endorsement	4
5.	Selection Process	5
6.	Counseling	5
7.	Planning	5
8.	Development	6
9.	Review of Progress	6
10.	Administrative Controls	7
11.	Program Evaluation	7

PART I. CFO FELLOWS PROGRAM FRAMEWORK

1. Introduction.

a. The Chief Financial Officers (CFO) Council was established under provisions of the CFO Act of 1990. The Council's goals include providing leadership to promote the efficient management of government resources and assets and attracting, retaining and developing highly qualified financial individuals who are valued members of the management team. To further these goals, the Council has created a CFO Council Fellows Program to provide career development opportunities to promising financial managers and to provide the Federal Government with a cadre of experienced staff that will be a source for future financial management leaders, including Deputy Chief Financial Officers and Chief Financial Officers. The Human Resources Committee of the CFO Council administers the program in partnership with the Federal Executive Institute and the U.S. Department of Agriculture (USDA) Graduate School. To ensure that the Department of Defense (DoD) has ample qualified candidates for this program, the Department's Chief Financial Officer oversees this program.

b. Candidates must be employees of a CFO Council agency and be nominated by their Departmental CFO or Deputy CFO. A CFO Council agency may nominate up to three candidates each year.

c. CFO Fellow selection, development, and appraisal procedures are based on core competencies common to all top-level financial management positions within the Department of Defense. While core developmental activity requirements exist, the diversity of career paths and individual needs is recognized, and each program participant will have a developmental plan tailored to his or her specific goals and needs.

d. CFO Fellows will spend one year in a host agency where they will be assigned senior level challenging projects in support of the agency. The Deputy CFO of the host agency will serve as the Fellow's mentor. Fellows will begin and close their year with leadership development programs at the Federal Executive Institute (FEI) of the Office of Personnel Management. They also will attend advanced financial management training at the USDA Graduate School and special seminars and briefings throughout the year.

2. Objectives. The objectives of the CFO Fellows Program are:

a. To support the CFO Council's and the Department's goal of developing and ensuring a cadre of diverse, experienced staff who will serve as a source for future financial management leaders.

b. To identify and develop high caliber employees consistent with their individual goals and the long-term needs of the Department.

c. To ensure the availability of qualified candidates for senior level financial management positions.

d. To foster a greater sense of common purpose within the DoD Financial Management community.

3. Eligibility.

All DoD civilian employees of good character and conduct, in grades GS-13 or above, or equivalent, who have served in a financial management capacity for at least 1 year are eligible to participate. A Certified Public Accountant (CPA), Certified Government Financial Manager (CGFM) or Certified Defense Financial Manager (CDFM) certification, or a degree with concentration in financial management is highly desirable.

The Defense Finance and Accounting Service (DFAS) is the administrative agent within DoD for the CFO Fellows Program. All DoD application packages will be processed by DFAS and forwarded to the DoD Deputy CFO. The application packages will be reviewed based on the following selection criteria:

a. success in managing federal financial programs and operations - achieving positive outcomes in budgetary, accounting, and/or financial systems activities, including overseeing traditional requirements, implementing new requirements, and/or responding to unique customer needs.

b. leadership potential - strategic thinking and vision to lead an organization, maximize the contribution of its employees, and interact effectively with stakeholders in a changing environment.

c. business and results orientation - fostering accountability, customer service, and continuous improvement by effectively using a variety of business and management processes, systems, and technology.

d. commitment to the profession - interest and involvement in professional organizations and/or activities of the professional community.

4. Policy.

a. Consistent with federal and Department of Defense policies, the CFO Council Fellows Program emphasizes the systematic identification and development of employees who have demonstrated the capacity to assume broader financial management responsibilities.

b. The identification, training and development of program participants will conform to merit and equal employment opportunity principles and will be administered in an open and impartial manner.

c. Program participants on assignment to DoD from a non-DoD agency will be counted against their home agency manpower ceiling. DoD participants will continue to be counted against their DoD Component manpower ceiling while on assignment.

d. The provisions of the Privacy Act of 1974 must be followed throughout this program. The maintenance of a record system for the CFO Council Fellows Program is authorized by Title 5, USC 4103, 4115 and 4118, and by CFO Act of 1990. The following requirements must be strictly adhered to:

(1) Only information directly pertinent to program administration will be requested. The confidentiality of this information will be protected. Only authorized officials involved in the CFO Council Fellows Program implementation or oversight will have access to it without the written authorization of the employees concerned.

(2) CFO Council Fellows Program records may be destroyed after 2 years.

(3) Employees are to be informed of the authority for solicitation of any personal information, the principal purposes for which the information is needed, the routine uses to be made of the information, the voluntary nature of the information and the consequences of not providing the information.

5. Program Management.

The Department of Defense Chief Financial Officer (CFO) is responsible for oversight of the program. The Defense Finance and Accounting Service is responsible for the administration of the program throughout the Department of Defense. DFAS will:

- a. promulgate internal DoD policies and procedures;
- b. provide guidance on program administration;
- c. announce the program annually;
- d. review and refer nominations to the DoD CFO/DCFO;
- e. issue notification letters of selection/non-selection to applicants;
- f. provide guidance and assistance to program participants, evaluation board members, supervisors, and management officials as required;
- g. collect program data and evaluate program effectiveness; and
- h. implement the CFO Council Fellows Program DoD-wide.

PART II. CFO FELLOWS PROGRAM ELEMENTS

1. Needs Assessment. The Department of Defense Chief Financial Officer or Deputy Chief Financial Officer will select the DoD candidates for the CFO Fellows Program.

2. Announcement. Information regarding the program and the selection process will be disseminated annually by the Defense Finance and Accounting Service each year. There should be active marketing of the program to attract more GS-14/15 candidates. Program marketing should include:

- a. the use of professional associates to enhance the program;
- b. reach lower levels of organizations, through internal marketing by CFOs;
- c. clarify expectations for distance candidates;
- d. broadcast graduation reception ceremony and find more public form opportunities;
- e. seek scholarship funding; and
- f. work with Human Resource community.

3. Application Process. Potential applicants should be afforded 4 – 6 weeks to complete their applications. (Nominations must be initiated and completed by the applicants themselves.) Supervisors may encourage employees to apply for the program, but should refrain from instigating nominations if there is indifference or reluctance. Nomination package will include: 1) a resume; 2) statement of development plans; and 3) supporting agency endorsement.

4. Sponsoring Agency Endorsement. The candidate must present a letter from his/her immediate chain of command endorsed by the Commander or senior financial manager that nominates the candidate. The letter should confirm the intent of the candidate to complete the program and the agreement of the nominating office to release the candidate from all assigned duties for the duration of the program. The candidate also may include in the application package no more than two additional letters of recommendation. The nomination packages should be submitted to:

Defense Finance and Accounting Service
Room 300, CFO Fellows Program Administrator
1931 Jefferson Davis Highway
Arlington, VA 22240-5291

5. Selection Process.

a. An Evaluation Board (members will be determined by the DoD Deputy CFO) will rate each applicant's demonstrated financial managerial potential, technical/functional proficiency, professional performance, and clarity of the Statement of Development Plans required by the application process. The Evaluation Board may choose to interview applicants (all, none or a select number based on rating scores). As in all phases of the selection process, merit principles will be scrupulously observed.

b. Evaluation Board recommendations will be provided to the Department of Defense Chief Financial Officer/Deputy Chief Financial Officer, who will make the final selection.

6. Counseling.

a. Supervisors should be actively involved in participant counseling and mentoring, especially on practical considerations involving workload and the scheduling of training and development during this 1-year assignment.

b. The ongoing counseling of participants is an integral element of the program. Counseling assists in establishing realistic developmental opportunities and a method for achieving them, and evaluating success in meeting them.

c. The DFAS Program Administrator will conduct initial orientation briefs for participants to discuss program expectations and administrative procedures.

7. Planning.

a. Planning for participants' individual development should begin with assessments derived from the selection process. Developmental requirements should be determined in light of the participant's career goals and level of accomplishment in core competencies.

b. While all CFO Fellows will work toward developing the same core competencies, and will have the same core requirements, the development plan will be highly individualized and tailored to meet the specific goals and developmental objectives and needs of the participant.

c. Once the participant's DoD supervisor has approved the development plan, the DFAS Program Administrator will review and forward it to the Evaluation Board Chairperson for final review and approval.

8. Development.

a. Participants are responsible for scheduling their own formal training.

b. Participants may avail themselves of a wide variety of both formal and informal developmental activities, depending on their career goals and developmental requirements. These activities fall into two categories: formal training and education and professional development.

(1) Formal Training and Education. Includes seminars, workshops, and university sponsored courses that develop managerial or technical/functional knowledge and skills within relatively structured settings.

(2) Professional Development. Includes ongoing activities to update and enhance professional competencies such as attendance at professional conferences, meetings and lectures, involvement in professional societies, executive interviews, professional reading, lecturing, and publication.

9. Review of Progress.

a. The CFO Fellows Program supervisor should review participant progress twice during the developmental year. Discussions with participants should focus on the developmental objectives and planned training set out in the Development Plan. These reviews should be documented.

b. The document progress reviews should be forwarded to the DFAS CFO Program Administrator twice in the 1-year program. The first is due six months into the program and second at the end of the program.

c. A participant may be removed from the program in the following circumstances:

- (1) The participant develops new career goals that would not be furthered by participation;
- (2) The participant is unable to maintain a high level of professional performance;
- (3) Little or no progress is made in completing developmental activities (barring extenuating circumstances);

or

- (4) Mutual agreement between the participant and the host or sponsoring agency.

d. Once removed from the program, individuals must reapply during the normal selection cycle should they desire reinstatement.

10. Administrative Controls. The DFAS Program Administrator is required to maintain the following information for periodic reporting to the DoD CFO/DCFO and CFO Council:

- a. Names and titles of CFO Fellow Evaluation Board members;
- b. A list of program participants and their grades, gender, ethnicity, and education;
- c. A record of progress review.

11. Program Evaluation.

- a. DFAS Program Administrator will track participant data to ensure accomplishment of program objectives.
- b. DFAS will report annually on program status to the DoD CFO/DCFO and the CFO Fellows Program Evaluation Board.